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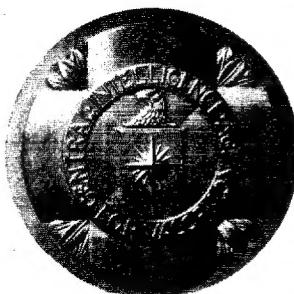
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No. 3

SEPTEMBER 1956



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### STORY BEHIND CIA MEDALLIONS

Pictured above are the faces of the four CIA Medallions — Left: Distinguished Intelligence Cross (upper) and Intelligence Star; Right: Distinguished Intelligence Medal (upper) and Intelligence Medal of Merit.

The Honor Awards Board has been working for more than four years to create an "honors" philosophy, a series of decorations and an adequate procedure. The four awards shown above consist of bronze medallions, three inches in diameter. They are designed to be displayed on medallion tripods or framed to be hung on the wall. They may not be worn on the person. There are no rosettes or lapel pins to accompany these medallions, and while ribbons of a distinctive design are associated with each, there is no plan that the ribbons will be so constructed that they may be worn on the person. Each of the four medallions is accompanied by an engraved certificate, which in each case is signed by the Director of Central Intelligence.

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Throughout the developmental period [redacted] has acted as consultant to the Board on all design problems. The Intelligence Medal of Merit was designed by [redacted]

(Cont. Page 3, Col. 1)

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### INCENTIVE AWARDS PROGRAM REVISED

#### CERTIFICATE OF MERIT CREATED

CIA has revised its Incentive Awards Program on the basis of recent employee Incentive Awards legislation. The revised program was recommended by the CIA Career Council and approved by the Director of Central Intelligence. The Agency now has an Honor Awards Program which is concerned with recognition of both valor and superior performance, and a Suggestion Awards Program which encourages employee participation in the improvement of Agency and Government operations and grants awards to recognize employees whose ideas are adopted.

These two programs are administered by separate groups, the members of which are appointed annually by the Director of Central Intelligence. They work closely with each other under the general supervision of the Deputy Director (Support). The Honor Awards Board has been reorganized and its permanent chairman is the Director of Personnel, Mr. Harrison G. Reynolds. The Suggestion Awards Committee has also been reorganized, has as its permanent chairman the Chief of the Management Staff, [redacted] A Regulation explaining in detail the two programs has been approved and is being issued as Regulation [redacted]

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The Agency has five Honor Awards — two for valor and three for achievement or performance. The DISTINGUISHED INTELLIGENCE CROSS and the INTELLIGENCE STAR are awarded for valor or heroism in the face of danger. The DISTINGUISHED INTELLIGENCE MEDAL and the INTELLIGENCE MEDAL OF MERIT are awarded for meritorious achievement and superior performance. Each of the four medallions will be accompanied by an engraved certificate which will be signed by the Director of Central Intelligence. In addition, there has been created a CERTIFICATE OF MERIT which may be awarded for superior performance or a single significant act of merit. It consists of an engraved certificate which will be signed (Cont. Page 3, Col. 2)

#### IS CARBON PAPER ON WAY OUT?

#### SUGGESTERS OPEN NEW ERA IN AGENCY

That bane of secretaries and stenos — messy carbon paper — has taken the first step toward oblivion in the Agency. Farsighted coworkers [redacted] and [redacted] obtained samples of newly developed NCR (no carbon required) paper and submitted a suggestion that the paper be used for forms and correspondence in the Agency. When the suggestion was submitted the commercial development of the paper was so recent that no NCR paper was available for testing or volume use. The suggestion evaluator worked for a considerable period of time acquiring information and samples of NCR paper and testing various ways the paper could be used by the Agency.

The results of the tests were gratifying. Suggesters [redacted] were awarded \$240.00 in cash on the basis of estimated savings to the Agency for the first year of use of forms using NCR paper.

This is not, however, the end of the story. The Agency is referring this idea to several other security agencies where use of NCR paper is believed to be particularly appropriate — and who knows? (Cont. Page 3, Col. 2)

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## BUILDING A BETTER FUTURE

A roving reporter, passing a large building under construction, approached a workman with this:

Question: "What are you doing?"  
Answer: "Laying bricks."

Not satisfied, our inquirer approached another workman with:

Question: "What are you doing?"  
Answer: "Making eight dollars a day and that isn't enough."

Still persistent, he put the question to a third workman:

Question: "What are you doing here?"  
Answer: "I am helping build a great skyscraper."

Buildings can be constructed by people who see no further than the bricks they lay or the boards they nail together. The man who, working with mortar and trowel, can also see a building filled with people and serving the purpose for which it was built is fortunate because he recognizes the value of his own contribution and because he has the vision which some day will enable him to leave his mortar and trowel and go on to bigger and better things.

Men create all sorts of things — buildings, bridges, business, governments — but most of all the future. The future of each individual is based on what he does with his life in relation to other people. The future of any organization is bound up in the vision brought to it by individuals.

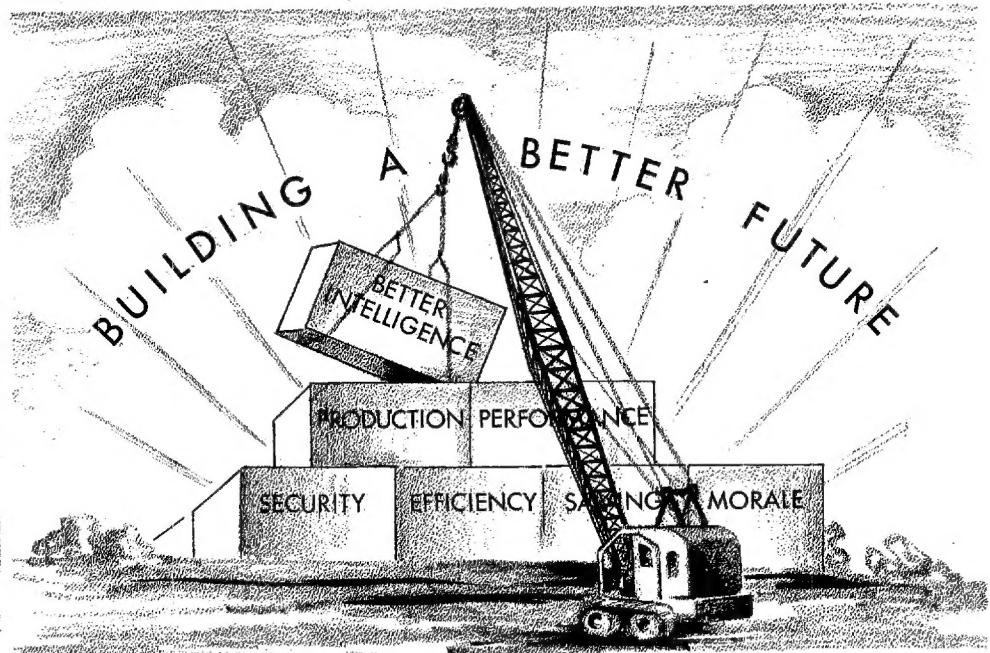
Striving for a better way of doing things, the development of new ideas, the acceptance and assimilation of creative contributions are what make a people or an organization great.

Regardless of where we are we build our future one stone at a time. Each employee suggestion, whether accepted or not, is indicative of the initiative and interest shown in the future of this Agency by those individuals who make up our employee roster. The future is ours. It will be what we make it — you, STATUTY, and me.

—o—

If we exchange dollar bills, we each have a dollar;

If we exchange ideas, we each have 2 ideas and both our lives are enriched.



## TIPS FOR SUGGESTERS

You think you would like to submit a suggestion which would be helpful to the Agency and at the same time bring you an award and maybe some extra money — but you don't know what to suggest or how to do it?

### WHAT

The first thing is to look around you — look at your own job — the processes you see and work with every day. Can you eliminate a step in a process? Simplify a routine operation? Redesign a form or combine 2 forms into one more efficient form? Any suggestion which will improve efficiency, increase morale, save manpower, money or material is worth submitting! Have you ever said, "I wish somebody would - - - -?" Why don't you!

### HOW

Put your suggestion down on paper — (use the forms in the suggestion poster frames in the halls). Your suggestion may be brief or lengthy but it must be clear and explicit enough to be understood by evaluators. It may have attachments or it may describe what is proposed, but it must present a complete and constructive idea for improvement of Agency or other Government operations. A good format to use is: Present system, proposal, anticipated accomplishment. Do you need help? Your immediate supervisor is your best source, especially if it is something pertaining to your job. The Suggestion Awards Staff (extension [redacted]) is always glad to help, too, and can assist you in presenting your ideas as clearly as possible.

Ideas are funny little things — they won't work unless you do!

Have you sent your suggestion in yet?

## GUIDE FOR SUPERVISORS

An employee's suggestion shows his interest in his work. Thinking, interested employees reflect credit on you — the supervisor. Your supervisors, too, are concerned with the degree of employee participation in the Suggestion Awards Program. From their point of view the group which originates many suggestions is one where job interest and morale are high. This again reflects credit on you and on the component of which you are a part.

Employees will be more alert and interested if they feel that you are interested in them and their ideas; if you point out problems and the need for ideas to solve them; if you give credit to an employee whose suggestion is adopted; encouragement to one whose suggestion is not adopted; and above all assistance, where needed, to an employee who wants to submit a suggestion.

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## MEDICS SAVE TIME SUGGESTER GETS \$200.00

Adoption of a master immunization register by the Medical Office has resulted in savings in time and filing space and materially shortened medical processing time for personnel going to the field.

[redacted] who designed the new master immunization card was awarded \$200.00 for his excellent suggestion. The new card makes it unnecessary to keep several different kinds of immunization records and also provides space for physical examination and medical clearance information.

Congratulations to [redacted] and thanks from all the people who are enjoying easier, faster medical processing.

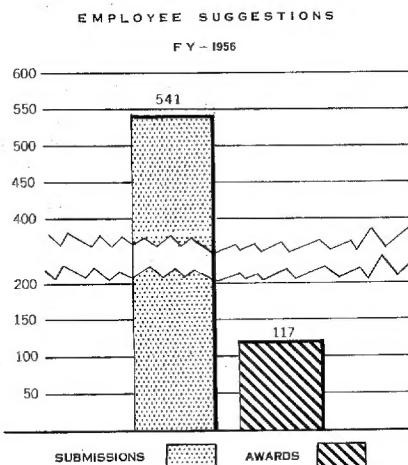
## HONORS AND SUGGESTIONS

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SEPTEMBER 1956

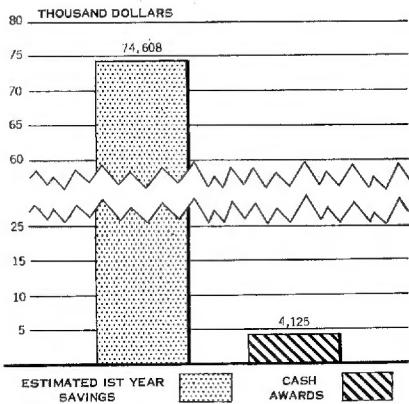
PAGE 3

## DID YOU TAKE PART?



The chart above shows participation in the Agency's Suggestion Awards Program during fiscal year 1956.

## WERE YOU A WINNER?



The chart above shows estimated savings to the Agency in the first year after adoption of winning suggestions and the amount of money paid by the Agency to awards winners. (See Civil Service Commission scale, col. 2)

You can make the Awards column grow! The Suggestion Awards Staff is open for new suggestions—so pull together that idea of yours and submit it now!

—o—  
"One good deed dying tongueless,  
Slaughters a thousand waiting upon it."

—Shakespeare—

—o—

(Cont. from Page 1, Col. 1) and the other three were designed by artists in the U. S. Mint in Philadelphia which made the dies and struck the medallions for CIA. The same design is used for the obverse of each of the four medallions and the name of the recipient is engraved thereon. Each medallion is serially numbered to distinguish it from any others.

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(Cont. from Page 1, Col. 2)

Perhaps our suggesters will be pleasantly surprised someday to receive an additional award for their initiative and farsightedness.

In the meantime the manufacturers of NCR paper are doing further research to improve the quality and lower the cost of the paper. So all you secretaries and stenos can start looking forward to the day—sometime in the not too distant future—when carbon smudged fingers and paper will be a thing of the past. Our thanks to suggesters [redacted] for giving the Agency a head start in this direction.

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SUGGESTION AWARDS  
TANGIBLE SAVING SCALE

When a suggestion award results in tangible savings, the amount of the award is determined by the Civil Service Commission scale for tangible benefits. Normally, the amount awarded is based on, but not necessarily limited to, the estimated net dollar savings for the first full year of operation following adoption of the suggestion. The award scale is:

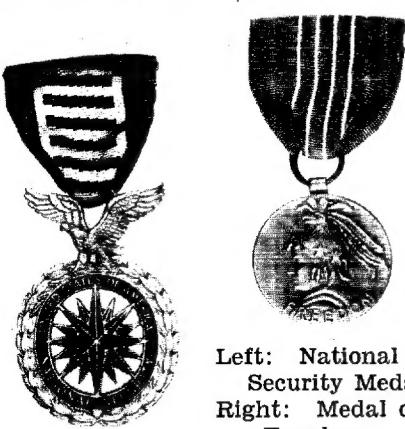
Savings	Amount of Award
\$1-\$200	\$10
\$201-\$1,000	\$10 for the first \$200 in savings and \$5 for each additional \$100 or fraction thereof.
\$1,001-\$10,000	\$50 for the first \$1,000 in savings and \$5 for each additional \$200 or fraction thereof.
\$10,001-\$100,000	\$275 for the first \$10,000 in savings and \$5 for each additional \$1,000 or fraction thereof.
\$100,001 or more	\$725 for the first \$100,000 in savings and \$5 for each additional \$5,000 or fraction thereof.

—o—

(Cont. from Page 1, Col. 3)

by the Director of Central Intelligence and will in all cases be accompanied by a token emolument of \$100.00 unless the recipient is a military person or in some other category which prohibits acceptance of additional compensation.

Two National Medals also may be awarded to persons in the Central Intelligence Agency. The NATIONAL SECURITY MEDAL, established by Presidential Executive Order, may be awarded for valor or requiring personal courage of a high degree or to any person who has made an outstanding contribution to the national intelligence effort. The MEDAL OF FREEDOM, also established by Executive



Left: National Security Medal  
Right: Medal of Freedom

Above: Two National Medals

Order (see illustration above), may be awarded for a meritorious act or service to any person who has aided the U. S. or its allies in a time of emergency or under other special circumstances. This medal, however, may not be awarded to a citizen of the United States for any act or service performed in the United States nor to a member of the U. S. Armed Forces.

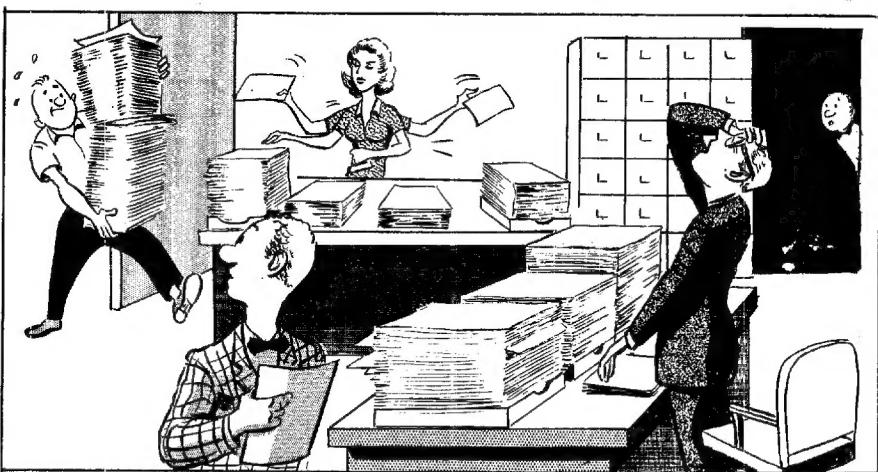
In the matter of Honor Awards the Career Council recommended a basic policy which has been approved by the Director. It is—valor and superior performance should not be recognized in any Agency awards program by monetary payment but only by traditional intangible nonmonetary awards—a decoration or medallion or a certificate. Therefore, the \$100.00 which accompanies the CERTIFICATE OF MERIT should be regarded as a token rather than a payment. Generally, the requirements for the award of the decorations and the criteria involved mean, for all practical purposes, that senior officials will not be eligible for the CERTIFICATE OF MERIT. All employees, however, are eligible for any of the four medallions. Nominations for honor awards may be made by any CIA employee through official channels.

The Agency Suggestion Awards Program provides recognition and monetary awards for suggestions which result in either tangible or intangible benefits to the Agency. By law monetary awards generally may not exceed \$5,000.00 but in some cases and as determined by prescribed authority, monetary awards may be increased. Exceptional contributions are eligible for Presidential awards in addition to Agency awards. When a suggestion results in monetary savings to the Agency, the cash award is based on the estimated savings for the first year following adoption (see scale page 3). When a suggestion results in an intangible benefit to the Agency, the monetary award will be based on con-

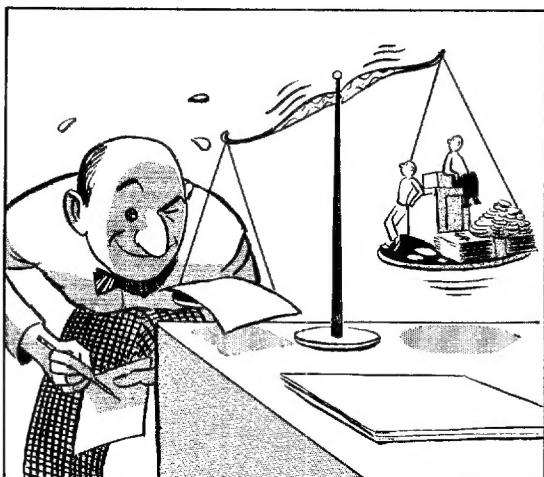
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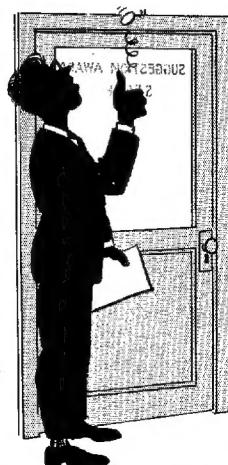
EMPLOYEE WITH HOT IDEA PUTS IT IN THE FIRE BY SENDING IT TO SUGGESTION AWARDS STAFF



SUGGESTION AWARDS STAFF ASSIGNS NUMBER, ACKNOWLEDGES RECEIPT, SENDS TO SUGGESTION AWARDS COORDINATOR IN THE AGENCY COMPONENT CONCERNED.



COORDINATOR SCREENS AND REFERS TO EVALUATOR IN OFFICE OF PRIMARY INTEREST WHO WEIGHS SUGGESTION AND SUBMITS REPORT TO SA STAFF.



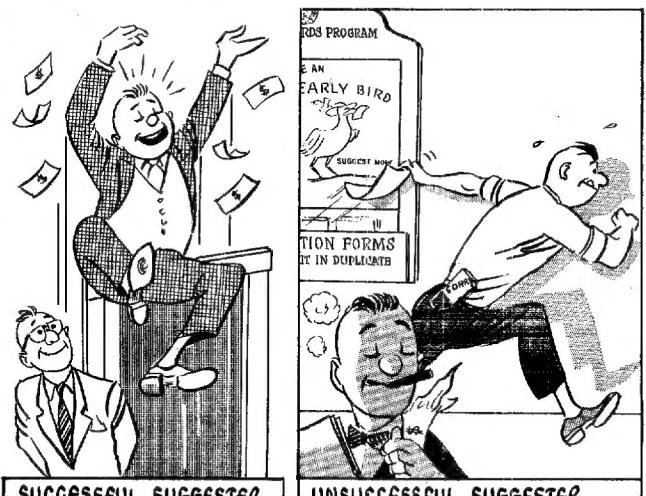
EVALUATION REVIEWED TO DECIDE IF OTHER COMPONENT EVALUATION IS REQUIRED.



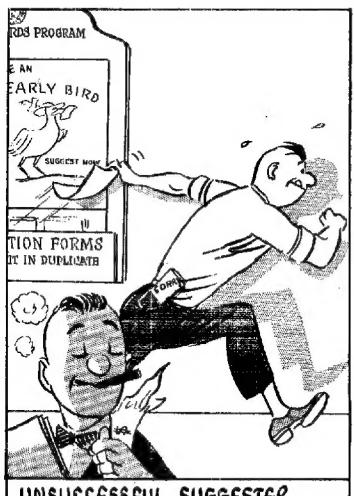
SUGGESTION AWARDS STAFF PREPARES BRIEFS FOR THE SUGGESTION AWARDS COMMITTEE



COMMITTEE CONSIDERS SUGGESTION, APPROVES OR REJECTS ---



SUCCESSFUL SUGGESTER RECEIVES AWARD



UNSUCCESSFUL SUGGESTER RECEIVES NOTICE OF REJECTION AND SENDS IN MORE IDEAS

sideration of its value to Agency operations and how widely it can be applied.

Employees may submit suggestions through supervisory channels or directly to the Chairman of the Suggestion Awards Committee. Especially in those

cases where the proposals relate to an employee's own work or office, the Committee recommends that they be discussed with or submitted to the supervisor as this permits him to assist the employee in improving his idea or its

presentation. There is no requirement, however, for any suggestion to be approved by a supervisor prior to submission. Further, the impartiality of the evaluation is assured by having the suggestions evaluated by number, not na